

# Scenario 1

Equinor has a business solution that has served us extremely well for 15 years – and still does. This is a solution made by an external vendor that started out as an off-the-shelf solution but was customized by Equinor.

This business solution is enabling core business processes at Equinor and has tight integrations with 18 other solutions across the organization, many of which are critical for Equinor's flow assurance. The system has 500 users, both Equinor employees and externals from suppliers and contractors. Each change requires time-consuming and costly coordination with other teams that must be thoroughly planned.

Both Equinor and the system vendor are constantly running behind the technical developments in the society, including patches, updates, and unsupported components. They struggle to keep up with the rise in cybersecurity threats.

In addition, the business solution was recently moved to the cloud as a lift and move operation to improve disaster recovery. No re-design or re-architecture has been initiated.

It is difficult to attract talent and new team members because of technical debt and outdated technology. The team feels disconnected from the things happening in the digital space at the rest of Equinor and it starts to affect their motivation and confidence.

There is a risk that technology challenges will start to affect our resilience, and the solution owner wants a clear direction and modernization plan.

## TO KEEP IN MIND

- What are the main problems you identify in this scenario?
- How would you try to solve this scenario? What principles from Equinor's direction for information technology (Lindesnes) inspire your solution?
- What are the risks of not solving this scenario?